The background of the slide is a photograph of several graduates in caps and gowns. In the foreground, a young man on the left is wearing a grey gown and a black cap, smiling. To his right, a young man is wearing a red gown and a red cap. Behind them, other graduates are visible, including a woman in a red gown and cap. The image is slightly faded to allow the text to be prominent.

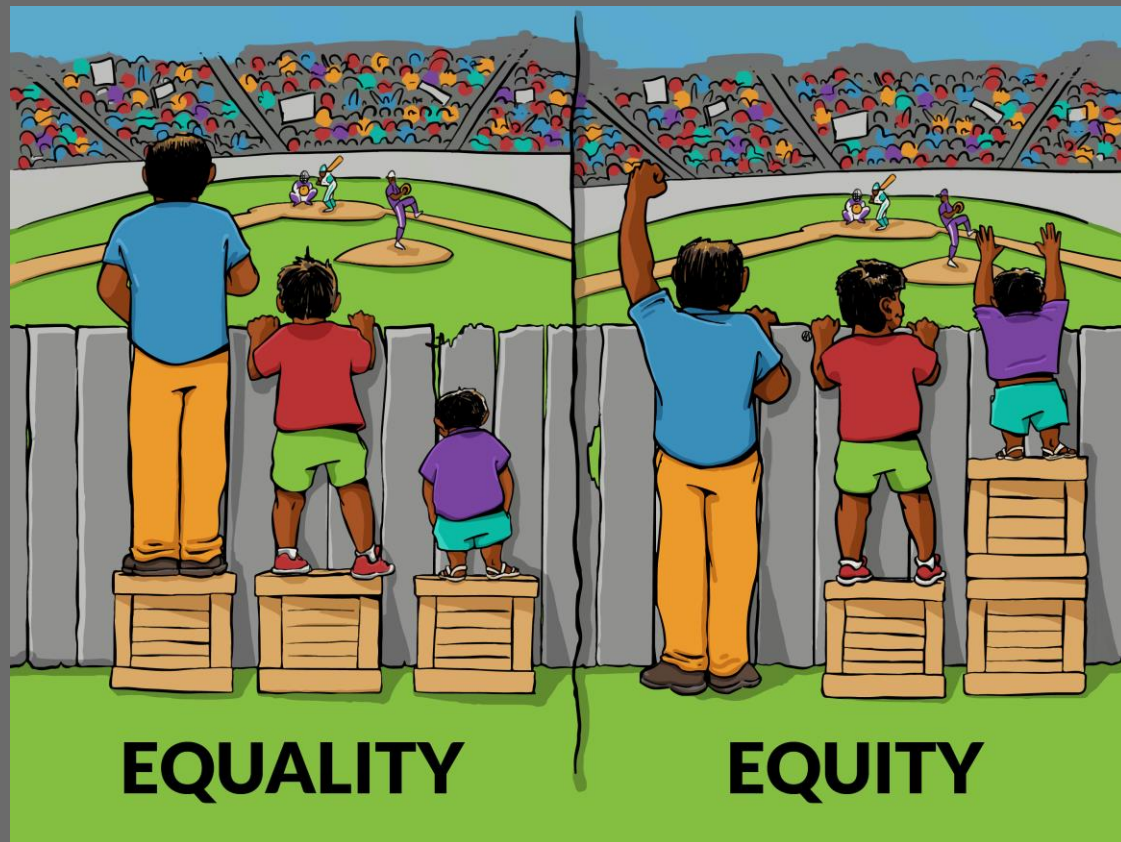
Lowell Public Schools

Transition to Fair Student Funding

From Equality to Equity

March 4, 2020





EQUALITY

EQUITY



Agenda

- Budget trends and forecasts
- Overall revenue cost distribution
- Review FY20 school based pool
- Review FSF decisions
- FY21 school based pool
- Comparison of FY20 to FY21 school based pools
- FY21 overall budget forecasts
- School based budgeting process
- Districtwide budget development timeline



Budget Trends and Forecasts

| | FY 18/19 Original | FY18/19 Modified | FY19/20 | FY20/21 Preliminary |
|---|--------------------------|--|----------------------|-----------------------|
| Chapter 70 State Aid: | \$ 149,786,272.00 | \$149,786,272 | \$163,023,947 | \$175,807,304 |
| Chapter 70 Supplemental Aid | | \$1,149,211 | \$0 | \$0 |
| Total State Aid | \$ 149,786,272.00 | \$150,935,483 | \$163,023,947 | \$175,807,304 |
| | | \$12,088,464 8.009% | | \$12,783,357 7.84% |
| Total City Cash Contribution | | | | |
| Total Local Aid | \$ 15,736,053.00 | \$15,736,053 | \$16,359,201 | \$17,007,025 |
| | | \$623,148 3.96% | | \$647,824 3.96% |
| Revenue - FY2019 State & Local | \$ 165,522,325.00 | \$166,671,536 | \$179,383,148 | \$192,814,329 |
| Grants/Allowed Offsets | \$ 16,148,876.00 | \$15,753,451 | \$13,145,000 | \$13,145,000 |
| | | -\$3,003,876 OFFSETS DECREASED (including food service offsets) | | |
| Total Revenue/Funding Sources | \$ 181,671,201.00 | \$182,424,987 | \$192,528,148 | \$205,959,329 |

CHAPTER 70 INCREASES

CITY CASH INCREASE

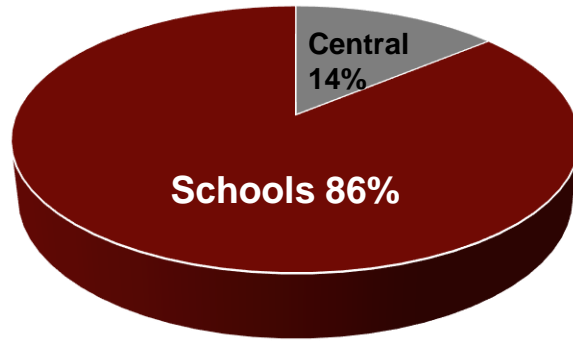
(Required Minimum Contribution Increase - Cash Portion)

Similar increase in revenue from last year

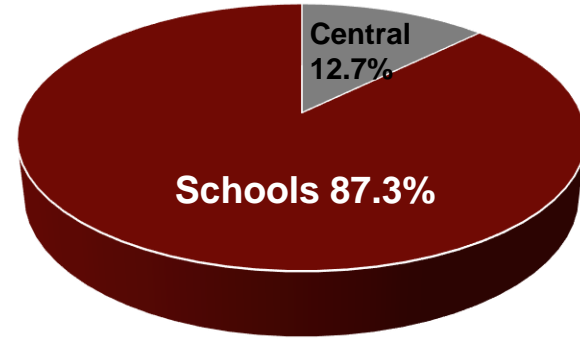
More money and a greater proportion of dollars will be in school budgets next year

Percent of Budget in Schools

FY 19/20

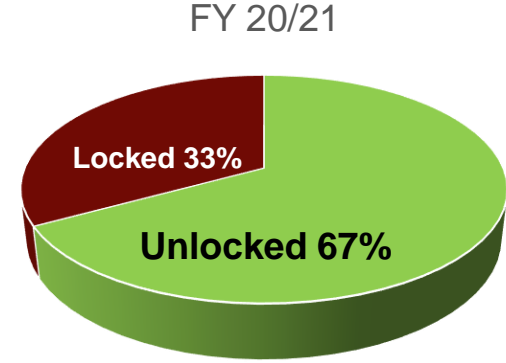
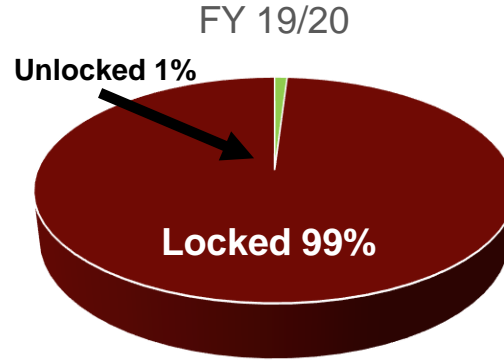
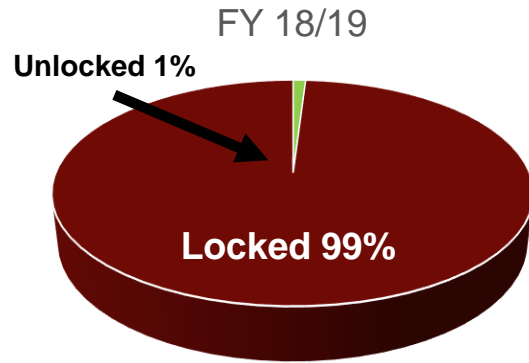


FY 20/21



School Communities (Parents, Teachers & Principals) Will Be More Empowered to Make Decisions for Kids

Percent of Budget Locked vs. Unlocked



Lowell Public Schools

Revolving Fund - Available Cash Balance

As of February 27, 2020

| Fund | Description | 2015 ACTUAL | 2016 ACTUAL | 2017 ACTUAL | 2018 ACTUAL | 2019 ACTUAL | Goal for 2020 | PROJECTED | Goal for 2021 | Eventual |
|----------------------------|--|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| 1108 | Use of School Facilities Revolving Fund <i>Funds from fees and charges for use of school facilities and/or school parking fees</i> <i>Upkeep of rented facility or space including custodial costs, utilities, ordinary repairs and maintenance.</i> | \$ 341,494 | \$ 387,694 | \$ 318,897 | \$ 48,573 | \$ 137,000 | \$ 125,000 | \$ 125,000 | \$ 150,000 | \$ 300,000 |
| 1201 | Food Service Revolving Fund <i>Fees from sales of lunch and other meals, school lunch grant funds.</i> <i>Provides funding for the operation of the food service program.</i> | \$ 2,073,384 | \$ 2,225,142 | \$ 216,916 | \$ (157,900) | \$ 2,756,222 | \$ 2,000,000 | \$ 2,000,000 | \$ 2,400,000 | \$ 2,400,000 |
| 1924 | Special Education Circuit Breaker <i>State special education reimbursement program</i> <i>Reimburses the general fund for out of district tuition</i> | \$ 1,051,125 | \$ 2,312,064 | \$ 1,999,613 | \$ (513,669) | \$ 330,336 | \$ 1,500,000 | \$ 2,000,000 | \$ 2,500,000 | \$ 3,100,000 |
| Major Fund Balances | | \$ 3,766,093 | \$ 5,229,927 | \$ 2,847,804 | \$ (493,319) | \$ 3,223,558 | \$ 3,625,000 | \$ 4,125,000 | \$ 5,050,000 | \$ 5,800,000 |
| Percentage of General Fund | | \$ 149,704,242 | \$ 155,416,405 | \$ 158,445,233 | \$ 162,942,846 | \$ 165,522,325 | \$ 179,383,145 | \$ 179,383,145 | \$ 179,383,145 | \$ 179,383,145 |
| | | 2.52% | 3.37% | 1.80% | -0.30% | 1.95% | 2.02% | 2.30% | 2.82% | 3.23% |

Our revolving
accounts are

forecasted to be even healthier than originally projected

Current Year Allocations



| School Name | Enrollment | Current | Per Pupil |
|------------------------|------------|-------------------|--------------|
| Dr. An Wang Middle | 715 | \$ 5,569,549.00 | \$ 7,789.58 |
| Benjamin F. Butler | 571 | \$ 4,764,478.00 | \$ 8,344.09 |
| Kathryn P. Stoklosa | 682 | \$ 5,697,185.00 | \$ 8,353.64 |
| Henry J. Robinson | 643 | \$ 5,392,864.00 | \$ 8,387.04 |
| James S. Daley Middle | 697 | \$ 5,860,294.00 | \$ 8,407.88 |
| STEM Academy at the | 843 | \$ 7,245,109.00 | \$ 8,594.44 |
| James Sullivan Middle | 676 | \$ 5,869,688.00 | \$ 8,682.97 |
| Lowell High School | 3011 | \$ 26,770,542.00 | \$ 8,890.91 |
| Abraham Lincoln | 493 | \$ 4,449,810.00 | \$ 9,025.98 |
| S. Christa McAuliffe | 491 | \$ 4,487,560.00 | \$ 9,139.63 |
| Charles W. Morey | 498 | \$ 4,563,938.00 | \$ 9,164.53 |
| Dr. Gertrude Bailey | 489 | \$ 4,505,606.00 | \$ 9,213.92 |
| Peter W. Reilly | 473 | \$ 4,437,557.00 | \$ 9,381.73 |
| John J. Shaughnessy | 481 | \$ 4,582,954.00 | \$ 9,527.97 |
| Moody Elementary | 225 | \$ 2,182,327.00 | \$ 9,699.23 |
| Charlotte M. Murkland | 475 | \$ 4,619,301.00 | \$ 9,724.84 |
| Pyne Arts Magnet | 505 | \$ 4,934,904.00 | \$ 9,772.09 |
| Pawtucketville | 489 | \$ 4,884,186.00 | \$ 9,988.11 |
| Joseph McAvinnue | 472 | \$ 4,820,685.00 | \$ 10,213.32 |
| Frederic T. Greenhalge | 473 | \$ 5,008,985.00 | \$ 10,589.82 |
| Bartlett Community | 488 | \$ 5,469,270.00 | \$ 11,207.52 |
| Washington | 237 | \$ 2,946,403.00 | \$ 12,432.08 |
| The Career Academy | 91 | \$ 1,153,750.00 | \$ 12,678.57 |
| Cardinal O'Connell | 109 | \$ 1,752,811.00 | \$ 16,080.83 |
| The BRIDGE Program | 37 | \$ 911,203.00 | \$ 24,627.11 |
| Leblanc Therapeutic | 33 | \$ 1,274,147.00 | \$ 38,610.52 |
| Laura Lee Therapeutic | 21 | \$ 974,908.00 | \$ 46,424.19 |
| Dr. Janice Adie Day | 53 | \$ 2,547,663.00 | \$ 48,069.11 |
| | 14471 | \$ 137,677,677.00 | |

Moving to FSF required us to consider two parts to our school based allocation model: equity and stability.

Weights:

- **Base weight** - minimum that a school will receive per student
- **Student Need Weights** - additional funding based on the needs of students

Policies:

- **Baseline Services** ensures all schools are able to provide a minimum level of services
- **Transition policy** ensures schools do not see large swings year over year



Recommended Allocations for Next Year



| School Name | Enrollment | FY20/21 | Per Pupil |
|------------------------|------------|----------------|-----------|
| Dr. An Wang Middle | 684 | \$ 5,569,549 | \$ 8,143 |
| Benjamin F. Butler | 571 | \$ 4,764,478 | \$ 8,344 |
| Kathryn P. Stoklosa | 651 | \$ 5,697,185 | \$ 8,751 |
| Henry J. Robinson | 673 | \$ 5,644,475 | \$ 8,387 |
| James S. Daley Middle | 696 | \$ 5,860,294 | \$ 8,420 |
| STEM Academy at the | 872 | \$ 7,490,050 | \$ 8,590 |
| James Sullivan Middle | 647 | \$ 5,869,688 | \$ 9,072 |
| Lowell High School | 3111 | \$ 27,659,633 | \$ 8,891 |
| Abraham Lincoln | 505 | \$ 4,559,024 | \$ 9,028 |
| S. Christa McAuliffe | 491 | \$ 4,530,393 | \$ 9,227 |
| Charles W. Morey | 498 | \$ 4,563,938 | \$ 9,166 |
| Dr. Gertrude Bailey | 489 | \$ 4,562,208 | \$ 9,328 |
| Peter W. Reilly | 489 | \$ 4,588,603 | \$ 9,382 |
| John J. Shaughnessy | 478 | \$ 4,582,954 | \$ 9,580 |
| Moody Elementary | 203 | \$ 2,182,327 | \$ 10,756 |
| Charlotte M. Murkland | 486 | \$ 4,722,384 | \$ 9,725 |
| Pyne Arts Magnet | 506 | \$ 4,943,699 | \$ 9,772 |
| Pawtucketville | 497 | \$ 4,959,097 | \$ 9,988 |
| Joseph McAvinue | 472 | \$ 4,820,685 | \$ 10,218 |
| Frederic T. Greenhalge | 471 | \$ 5,008,985 | \$ 10,628 |
| Bartlett Community | 473 | \$ 5,469,270 | \$ 11,556 |
| Washington | 239 | \$ 2,965,051 | \$ 12,432 |
| The Career Academy | 54 | \$ 1,153,750 | \$ 21,366 |
| Cardinal O'Connell | 115 | \$ 1,849,296 | \$ 16,081 |
| The BRIDGE Program | 17 | \$ 911,203 | \$ 53,600 |
| Leblanc Therapeutic | 27 | \$ 1,274,147 | \$ 47,191 |
| Laura Lee Therapeutic | 20 | \$ 974,908 | \$ 48,745 |
| Dr. Janice Adie Day | 56 | \$ 2,547,663 | \$ 45,494 |
| | 14472.3 | \$ 139,724,938 | |

**MORE
MONEY
WILL NOW
FOLLOW
STUDENTS:**
More than \$2 million of additional money will be invested in school-based budgets in FY21

60% of schools will receive an increased per student allocation

| FY19/20 Current Allocations | | | | Recommended FY20/21 Allocations | | | | Change from Current Year to Next Year | | | |
|-----------------------------|------------|--------------------|-----------|---------------------------------|------------|------------------------|-----------|---------------------------------------|-------------------|-------------------|------------------|
| School Name | Enrollment | Current Allocation | Per Pupil | School Name | Enrollment | Next Year's Allocation | Per Pupil | School Name | Enrollment Change | Allocation Change | Per Pupil Change |
| Dr. An Wang Middle | 715 | \$ 5,569,549 | \$ 7,790 | Dr. An Wang Middle | 684 | \$ 5,569,549 | \$ 8,143 | Dr. An Wang Middle | -31 | \$ - | \$ 353.04 |
| Benjamin F. Butler | 571 | \$ 4,764,478 | \$ 8,344 | Benjamin F. Butler | 571 | \$ 4,764,478 | \$ 8,344 | Benjamin F. Butler | 0 | \$ - | \$ - |
| Kathryn P. Stoklosa | 682 | \$ 5,697,185 | \$ 8,354 | Kathryn P. Stoklosa | 651 | \$ 5,697,185 | \$ 8,751 | Kathryn P. Stoklosa | -31 | \$ - | \$ 397.79 |
| Henry J. Robinson | 643 | \$ 5,392,864 | \$ 8,387 | Henry J. Robinson | 673 | \$ 5,644,475 | \$ 8,387 | Henry J. Robinson | 30 | \$ 251,611.07 | \$ - |
| James S. Daley Middle | 697 | \$ 5,860,294 | \$ 8,408 | James S. Daley Middle | 696 | \$ 5,860,294 | \$ 8,420 | James S. Daley Middle | -1 | \$ - | \$ 12.08 |
| STEM Academy at the | 843 | \$ 7,245,109 | \$ 8,594 | STEM Academy at the | 872 | \$ 7,490,050 | \$ 8,594 | STEM Academy at the | 29 | \$ 244,941.41 | \$ - |
| James Sullivan Middle | 676 | \$ 5,869,688 | \$ 8,683 | James Sullivan Middle | 647 | \$ 5,869,688 | \$ 9,072 | James Sullivan Middle | -29 | \$ - | \$ 389.19 |
| Lowell High School | 3011 | \$ 26,770,542 | \$ 8,891 | Lowell High School | 3111 | \$ 27,659,633 | \$ 8,891 | Lowell High School | 100 | \$ 889,091.40 | \$ - |
| Abraham Lincoln | 493 | \$ 4,449,810 | \$ 9,026 | Abraham Lincoln | 505 | \$ 4,559,024 | \$ 9,028 | Abraham Lincoln | 12 | \$ 109,214.40 | \$ 1.79 |
| S. Christa McAuliffe | 491 | \$ 4,487,560 | \$ 9,140 | S. Christa McAuliffe | 491 | \$ 4,530,393 | \$ 9,227 | S. Christa McAuliffe | 0 | \$ 42,833.00 | \$ 87.24 |
| Charles W. Morey | 498 | \$ 4,563,938 | \$ 9,165 | Charles W. Morey | 498 | \$ 4,563,938 | \$ 9,166 | Charles W. Morey | -0.1 | \$ - | \$ 1.84 |
| Dr. Gertrude Bailey | 489 | \$ 4,505,606 | \$ 9,214 | Dr. Gertrude Bailey | 489 | \$ 4,562,208 | \$ 9,328 | Dr. Gertrude Bailey | 0.1 | \$ 56,601.50 | \$ 113.84 |
| Peter W. Reilly | 473 | \$ 4,437,557 | \$ 9,382 | Peter W. Reilly | 489 | \$ 4,588,603 | \$ 9,382 | Peter W. Reilly | 16.1 | \$ 151,045.81 | \$ - |
| John J. Shaughnessy | 481 | \$ 4,582,954 | \$ 9,528 | John J. Shaughnessy | 478 | \$ 4,582,954 | \$ 9,580 | John J. Shaughnessy | -2.6 | \$ - | \$ 51.78 |
| Moody Elementary | 225 | \$ 2,182,327 | \$ 9,699 | Moody Elementary | 203 | \$ 2,182,327 | \$ 10,756 | Moody Elementary | -22.1 | \$ - | \$ 1,056.45 |
| Charlotte M. Murkland | 475 | \$ 4,619,301 | \$ 9,725 | Charlotte M. Murkland | 486 | \$ 4,722,384 | \$ 9,725 | Charlotte M. Murkland | 10.6 | \$ 103,083.35 | \$ - |
| Pyne Arts Magnet | 505 | \$ 4,934,904 | \$ 9,772 | Pyne Arts Magnet | 506 | \$ 4,943,699 | \$ 9,772 | Pyne Arts Magnet | 0.9 | \$ 8,794.88 | \$ - |
| Pawtucketville | 489 | \$ 4,884,186 | \$ 9,988 | Pawtucketville | 497 | \$ 4,959,097 | \$ 9,988 | Pawtucketville | 7.5 | \$ 74,910.83 | \$ - |
| Joseph McAvinnue | 472 | \$ 4,820,685 | \$ 10,213 | Joseph McAvinnue | 472 | \$ 4,820,685 | \$ 10,218 | Joseph McAvinnue | -0.2 | \$ - | \$ 4.33 |
| Frederic T. Greenhalge | 473 | \$ 5,008,985 | \$ 10,590 | Frederic T. Greenhalge | 471 | \$ 5,008,985 | \$ 10,628 | Frederic T. Greenhalge | -1.7 | \$ - | \$ 38.20 |
| Bartlett Community | 488 | \$ 5,469,270 | \$ 11,208 | Bartlett Community | 473 | \$ 5,469,270 | \$ 11,556 | Bartlett Community | -14.7 | \$ - | \$ 348.09 |
| Washington | 237 | \$ 2,946,403 | \$ 12,432 | Washington | 239 | \$ 2,965,051 | \$ 12,432 | Washington | 1.5 | \$ 18,648.12 | \$ - |
| The Career Academy | 91 | \$ 1,153,750 | \$ 12,679 | The Career Academy | 54 | \$ 1,153,750 | \$ 21,366 | The Career Academy | -37 | \$ - | \$ 8,687.17 |
| Cardinal O'Connell | 109 | \$ 1,752,811 | \$ 16,081 | Cardinal O'Connell | 115 | \$ 1,849,296 | \$ 16,081 | Cardinal O'Connell | 6 | \$ 96,485.01 | \$ - |
| The BRIDGE Program | 37 | \$ 911,203 | \$ 24,627 | The BRIDGE Program | 17 | \$ 911,203 | \$ 53,600 | The BRIDGE Program | -20 | \$ - | \$ 28,973.07 |
| Specialized Sped Schools | 107 | \$ 4,796,718 | | Specialized Sped Schools | 103 | \$ 4,796,718 | | Specialized Sped Schools | -4 | \$ - | |
| | 14578 | \$ 137,677,677.00 | | | 14472.3 | \$ 139,724,938 | | | 15.3 | \$ 2,047,260.78 | |

Every school will receive as much or more money than last school year despite declining enrollment at some schools

The FY21 budgeting process remains on schedule and ensures alignment of our financial plan with our districtwide Strategic Plan

FY20/21 Budget Forecast

Revenue:

| | |
|---------------------|----------------------|
| Chapter 70 FY19/20 | \$ 163,023,947 |
| Chapter 70 FY20/21 | \$ 175,807,304 |
| Chapter 70 Increase | \$ 12,783,357 |

Outstanding Resource Questions for FY21 Budget

- * How much cash will we get from the City (City's Required Minimum Contribution increased by \$2 million but not all of this will be in cash)

Expenses:

| | |
|------------------------------|---------------------|
| Step Increases | \$ 5,400,000 |
| Health Insurance Increase | \$ 1,200,000 |
| FSF Transition | \$ 2,047,261 |
| Remaining Flexibility | \$ 4,136,096 |

Outstanding Expense Questions for FY21 Budget

- * Invest in strategic priorities including:
 - 1) Increase access to early learning opportunities from birth to age 5
 - 2) Increase access for all students to high performing seats
 - 3) Align secondary school curriculum and programs for all students with post secondary opportunities
 - 4) Leverage the rich diversity that defines the Lowell community through a fundamental commitment to equity
- * Collective Bargaining Agreements for every union expire on 6/30.

We can do anything, but we can't afford to do everything



School Based Budgeting Process

- Training for principals and school site councils (ongoing)
- Feedback from principals on funding formula and process
- School Site Council Budget Summit (March 9th & 10th)
- Friday February 28th – Budget allocation figures released to principals
- Friday March 6th – Budget explanation and tool sent to principals
- March and April – Budget drop in sessions
- Early April – Principals will present their budgets to central office team
- Late April – Budgets will be finalized and rolled into final budget document





Districtwide Budgeting Process

- Wednesday March 4th – Present at School Committee
- Friday March 6th – Preliminary allocations will be sent to schools
- **Wednesday March 18 – Draft SOA Plan presented to SC**
- **SOA Info/Feedback with community – March 19th**
- March and April – Two Finance Subcommittee meetings (4/8 & 4/29), drop in sessions and School Site Council Budget Summit
- April – Schools present their budgets to central
- Early May – Draft budget & Strategic Plan is presented to SC
- May – Two Public Hearings (5/11 & 5/18)
- End of May – Final budget and Strategic Plan approved by SC
- June – “Probable Org Meetings” with principals, Finance & HR
- June – City Council approves budget

